

**Civil Service Commission
Annual Report
2006-2007**

 **Ontario**



**Ministry of
Government Services**

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September 4, 2007

Memorandum to: The Honourable David Onley
Lieutenant Governor, Province of Ontario

Subject: Civil Service Commission Annual Report 2006-2007

May it Please Your Honour:

For the information of Your Honour and the Legislative Assembly, I have the privilege of presenting the annual report of the Civil Service Commission for the period of April 1, 2006, to March 31, 2007.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "Gerry Phillips".

Gerry Phillips
Minister of Government Services



Message from the Chair of the Civil Service Commission



I am pleased to present the Civil Service Commission of Ontario's Annual Report for 2006-2007.

In last year's report, we outlined how we are moving forward on the government's modernization agenda to build a capable, innovative and engaged workforce with a focus on leadership strength.

This year, we continue to build on the theme of modern government. We have significantly moved the yardstick on a number of items, and the HR Plan for the Ontario Public Service is guiding us through this modernization journey. The plan aims to transform the OPS into a modern, world leader in public service and focuses on three vital priorities: engage employees, attract talent and build capacity. Supporting our HR planning efforts are foundations such as effective policy and legislative frameworks, meaningful workforce measures and metrics and governance structures.

Now in our second year of the plan's three-year cycle, we have made important developments in key areas such as talent management, employee engagement, learning and governance. In many areas the OPS has been lagging its peers but in the past 3 years has moved from lagging to leading. Here are some examples of how we have advanced over the past few years:

- Public Service of Ontario Statute Law Amendment Act, 2006: replaces the Public Service Act and strengthens the principles of public service – accountability, non-partisanship, competency and professionalism
- Talent Management: identifies, assesses, develops and deploys talent to ensure that leadership capability for all critical positions continues to be available and developed
- Employee Engagement: the 2007 Employee Survey was launched in February and ran through March for all OPS employees. A full census report is expected to roll out in June 2007
- Recruitment Modernization: allows the OPS to acquire talent through innovative, streamlined and technology-enabled recruitment processes focused on quality of hire.

These are only a few examples of the tremendous strides we have made in a short time. We are well on our way to becoming the modern OPS – integrating across traditional boundaries and connecting people, systems and information through innovative strategies and approaches.

At the centre of all this is the value we place on our employees. By supporting and engaging all our employees and celebrating their successes, we can continue to build a better public service that will benefit all the people of Ontario.

Original signed by

Michelle DiEmanuele
Chair of the Civil Service Commission of Ontario

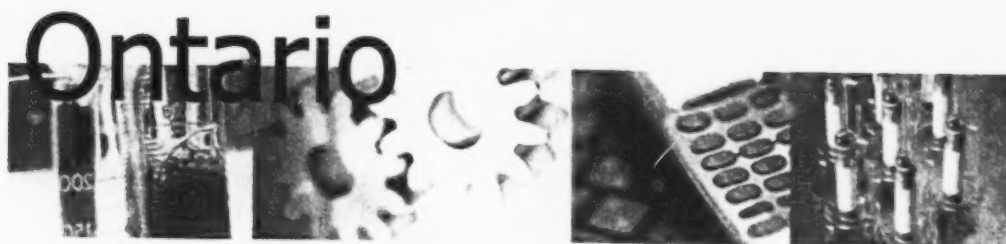


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Executive Summary



With 65,000 employees in 1,800 locations in a rural and urban mix, and 85 per cent of employees in unions, a modern OPS delivers on government priorities and service improvements, improves internal administration and engages employees as part of the equation.

OPS HR Plan 2005-08

The OPS HR Plan 2005-2008 was implemented to modernize the way we provide HR services and ensure we are using best practices. The plan has three priorities, designed to sharpen our focus and integrate HR initiatives across the organization:

- Engaging all employees to achieve organizational results
- Attracting talent by gaining a competitive edge
- Building capacity to sustain a world-class organization.

In a year-one progress report to all OPS employees this January, we showed employees real examples of how the plan's implementation and results have made positive changes to their working environment. Strengthened principles of public service through legislative reform, strategies to reach youth and new professionals, and integrated learning across the province were among the initiatives highlighted.

Modern HR Foundations

To advance as an organization, the OPS requires a solid foundation with the right legislation, service-delivery models, workforce measures and bargaining agent relationships.



1. **Public Service Legislative Reform:** To support a modern OPS, The new Public Service of Ontario Statute Law Amendment Act was developed and received Royal Assent in December 2006, marking the first reform in more than 80 years to legislation that governs Ontario public servants.

2. **HR Service Delivery Transformation:** We are transforming HR service delivery by strengthening accountability and better aligning HR services with enterprise and business priorities. A new service delivery model for HR management (announced in November 2005) moves us away from "siloes" HR branches to one team focused on supporting a modern OPS. An organizational design blueprint has been finalized and the new HR service delivery model will be implemented in phases, beginning in 2007.
3. **Employee Relations:** A strategic framework has been developed which defines priorities and goals and ensures they are aligned with our business needs. As well, we have continued to build stronger, more productive relationships with our bargaining agents.
4. **Workforce Measures and Metrics:** To ensure we are on track and that employees continue to be motivated and committed to their work and the OPS goals, we need to monitor progress and measure success. We approach HR measurement from different standpoints, using an OPS HR Plan Scorecard (see Appendix D), and a Workforce Demographic Profile to track progress and highlight workforce issues.

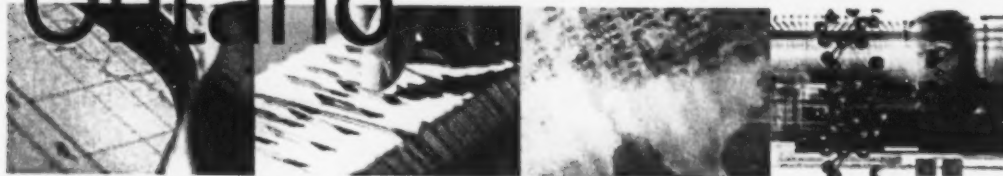
Currently, representatives from provincial and federal jurisdictions are developing a set of common HR measures/metrics for presentation at the 2007 Public Service Commissioners' conference.

Looking Ahead

Recruiting talented people and developing the people who have already made a commitment to the OPS is at the centre of our future success. Here, we are making great strides -- with a youth and new professionals' strategy, a talent management program, a new approach to performance management, a recruitment modernization strategy and by revamping all our training programs.

The Ontario government is also developing an OPS Accessibility Leadership Strategy that outlines a multi-year plan to implement corporate accessibility standards and best practices. All of these programs provide opportunities to increase the diversity of our workforce.

Ontario



A Modern Ontario Public Service

"Building a modern OPS means that we are better able to support the priorities of the government, developing effective public policy, and keeping pace with the expectations of Ontarians for high-quality, cost-effective services. Modernizing also means that the OPS is becoming an even better place for our employees to work, a place that recognizes how important people are to our success.

We are building the modern OPS by working hard and smart, embracing new ideas, listening and learning, and remaining dedicated to the highest ideals of public service."

Tony Dean, Secretary of the Cabinet, as quoted in the *Framework for Action*, January 2007

OPS ORGANIZATIONAL VALUES

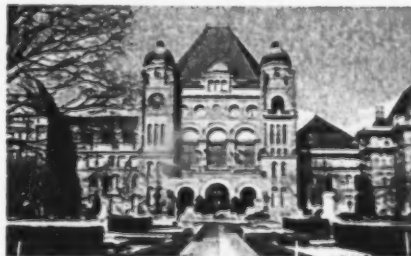
Trust
Fairness
Diversity
Excellence
Creativity
Collaboration
Efficiency
Responsiveness

Public Service Legislative Reform

The new Public Service of Ontario Statute Law Amendment Act received Royal Assent in December 2006. This modern legislative framework supports and maintains a high standard of integrity for our public servants while providing protections they need to deliver high-quality services to Ontarians. It strengthens the fundamental principles of public service: accountability, non-partisanship, competency and professionalism.

The legislation, when proclaimed, will:

- Provide a human resources management framework for employees of the Crown
- Contain the conflict-of-interest framework for ethical conduct in the public service of Ontario
- Contain the rights and obligations of public servants related to political activity
- Establish a process by which public servants may disclose wrongdoing in the public service of Ontario and be protected from reprisal
- Create a separate act for collective bargaining provisions for the Ontario Provincial Police, and restore Crown successor rights.



HR Service Delivery Transformation

We are transforming the way we deliver HR services by ensuring they're aligned with our government and business priorities and strengthening accountability. A new service delivery model for HR management moves us to a one-team approach. The service delivery model has three elements:

1. Strategic ministry HR services to support ministry executives in achieving results
2. Common HR practices to deliver regionally-based services, supports and information
3. Centres of expertise to develop corporate policies and supports, and to deliver OPS-wide services.

An organizational design blueprint has been finalized. The new HR service delivery model will be implemented in phases, beginning in 2007.

Benefits of the new model include:

- More focus and strategic HR supports for ministries to help them meet business priorities Better accountability, controllership and consistency for key HR functions Provision of a full range of HR services to front-line managers in all regions Easier processes and a reduced administrative burden through integration.

Employee Relations

Employee Relations Division continues to renew and focus on effective and consistent labour relations in the OPS. We have developed a strategic framework which defines priorities and goals aligned with the division's business, based on a modern approach to labour relations:

> Consultation > Co-development > Collective Bargaining > Measurement

In the past year, highlights include:

- The launch of an Employee Relations portal, featuring case law summaries, tools and templates to connect OPS employee relations professionals
- A new training module for joint union/management committees, co-developed with our largest bargaining agent, currently being piloted in four regions
- The delivery of our Second Annual Employee Relations Symposium held in the GTA for 100 labour relations professionals from across the province.



Employee Relations

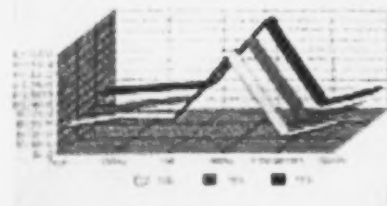
Building a Positive Workplace Together

Union/Management Relations

In the past two years, we have developed a more productive relationship with our bargaining agents, including the Ontario Public Service Employees Union (OPSEU), our largest union, and with the Ontario Provincial Police Association (OPPA).

Updates are as follows:

- Association of Professional Engineers and Architects of the Government of Ontario (PEGO): In September 2006, we reached a four-year settlement from July 1, 2005 to July 30, 2009. The settlement included annual general pay increases of 2 per cent, 2.25 per cent, 2.5 per cent and 3 per cent, and a revised pay for performance system
- Association of Ontario Physicians and Dentists in the Public Service (AOPDPS): The salary agreement with AOPDPS expired on December 31, 2004. On March 9, 2007, an award was issued on outstanding issues referred to interest arbitration by the AOPDPS. The terms of the award expire December 31, 2008 and consist of general wage increases of 2 per cent, 2.25 per cent and 3 per cent, classification restructuring and salary adjustments; elimination of pay for performance for the revised clinical group of classifications and the elimination of termination pay for voluntary resignations
- Ontario Provincial Police Association (OPPA): In September 2006, we reached three-year settlements from January 1, 2006 to December 31, 2008 for both uniformed officers and civilian OPPA employees. Negotiations were concluded within a record-setting time in the OPS: six weeks. The settlements include general pay increases averaging 3.11 per cent
- Association of Management, Administrative and Professional Crown Employees of Ontario (AMAPCEO): In March 2007, we reached an agreement to extend the existing collective agreement until March 31, 2009 with some interim modifications. The interim adjustments include general wage increases of 2.75 per cent, 3 per cent and 3 per cent; amended job security language and cost-neutral changes to the benefit plan.



Workforce Measures and Metrics

Good human resources planning is key to building a workforce for the future. To ensure we are on track and that employees continue to be motivated and committed to their work and the OPS goals, we need to monitor progress and measure success. An OPS HR Plan Scorecard (see Appendix D) sets out performance measures for HR initiatives and tracks results. The scorecard will help us to see how our strategies are making a difference to OPS employees.

To complement the OPS HR Plan and Scorecard, the Workforce Demographic Profile was created to provide baseline metrics that highlight workforce issues and organizational trends at a corporate and ministry level. This quarterly report is shared with senior leaders, HR practitioners and workforce planners across the organization.

Currently, representatives from a number of jurisdictions are developing a set of common HR measures for a presentation at the 2007 Public Service Commissioners' Conference. Such measures will enable jurisdictions from across Canada to compare the progress of their HR strategies, using best-in-class indicators and common methodologies.

An Enterprise Human Resource Plan for the OPS

In November 2005, the OPS launched a comprehensive three-year Human Resources Plan for the OPS (2005 to 2008): *Reaching Higher: Today and Tomorrow*. The OPS HR Plan aims to help transform the OPS into a modern, world leader in public service and focuses on three key areas:

- Engaging all employees to achieve organizational results
- Attracting talent by gaining a competitive edge
- Building capacity to sustain a world-class organization.

The OPS HR Plan and strategies are designed to create an environment that enables managers to hire and retain highly skilled employees, develop and foster talent, and provide employees with the tools and resources necessary to achieve results.

In January 2007, we sent a year-one progress report to all OPS employees. The report showed real examples of how the plan's implementation and results have made positive changes to their working environment. Service guarantees for job ads, strengthened principles of public service through legislative reform and integrated learning across the province were among the initiatives highlighted.

The Auditor-General of Ontario's follow-up to 2004 Annual Report, published in December 2006, noted, "...progress has been made on all of [his] recommendations"¹ and recognized that strategies launched as part of the OPS HR Plan are long-term in nature.



¹ 2006 Annual Report of the Office of the Provincial Auditor of Ontario – December 5, 2006, p. 257 www.auditor.on.ca

Engaged Workforce a Fundamental Component of a Modern Public Service

Improving employee engagement is a key part of the modern OPS agenda and our OPS HR Plan.

Engaged employees contribute to improving public services and increasing customer satisfaction.

We wanted to know what our employees thought and if we were hitting the mark in key areas. Do employees feel supported in their work? Do they feel like they make a difference? Are they getting the right kind of management to allow them to grow and excel in the work they do?

Engaged Employees have:

- [High-level of satisfaction with their jobs:
 - Intend to remain with their organization
 - Recommend their organization to others
- [High-level of commitment to their organization and its goals:
 - Desire to serve or perform at high levels
 - Strive to improve the organization's results

2006 OPS Employee Survey

In 2006, we conducted an OPS-wide random sample survey, reaching 14,000 of our employees.

Key Results

- 40 per cent response rate
- OPS Employee Engagement Index score: 65.5 points out of a possible 100
- In general, employees are fairly satisfied and reasonably engaged
- Four priority areas identified for improvement:
 - Opportunities for growth and advancement
 - Leadership practices
 - Learning and development opportunities
 - Organizational communications.

2006 OPS Employee Survey Corporate Action Plan



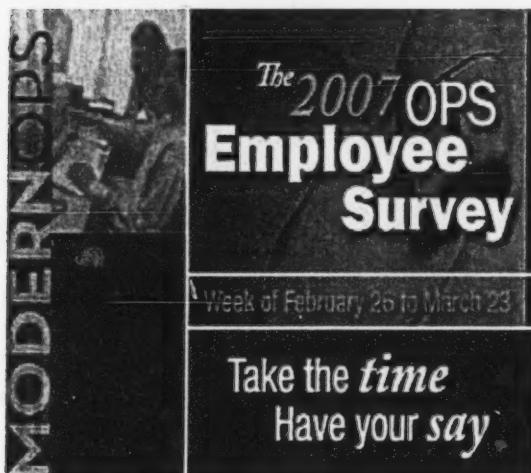
To deliver on the four priority areas, deputy ministers developed an OPS Employee Survey Corporate

Action Plan. The Corporate Action Plan will:

- Explore a job rotation pilot program to support career growth and advancement
- Provide feedback to leaders/managers through employee surveys and make better use of 360-degree assessments so employees have the opportunity to provide feedback on their managers' performances to help improve leadership practices
- Expand distance learning as part of our broader learning strategy

- Plan a management foundation and pre-management program for those who want to become managers in the future
- Develop a communications guide for executives and managers with clear expectations for effective, frequent, two-way communications with staff
- Bring back Topical – a hard copy monthly internal newsletter available to all OPS employees.

2007 Employee Survey



To build on the success of the 2006 employee survey, in February and March 2007, the OPS conducted its first enterprise-wide employee survey.

Once again, the objective was to improve employee engagement. The 2007 Employee Survey recognizes that employees' job satisfaction and commitment to the organization and its goals is a critical part of building a modern organization and a key strategy in our OPS Human Resources Plan.

Reaching 65,000 people was a huge undertaking, but an important one because we need to hear what our employees have to say about *their* organization in order to make improvements in the way we deliver services and support members of the OPS.

The results of the survey are now being analyzed and, when the analysis is complete, detailed results will be provided at the ministry and divisional levels. This way, each ministry will be able to determine where it is performing well and where improvements can be made.

OPS employees will be able to learn about the results of the 2007 OPS Employee Survey in June 2007. As part of bringing continuous improvements to the way the OPS works every day, employees will be able to have their say in a survey every other year, with the next enterprise-wide survey planned for 2009.

Ontario Public Service Accessibility Leadership Strategy

On June 13, 2005, the Accessibility for Ontarians with Disabilities Act (AODA) became law – laying out a comprehensive road map to make Ontario accessible by 2025. The act mandates the development, implementation and enforcement of new accessibility standards. When the standards become law, they will apply to more than 300,000 organizations in the public, broader public and private sectors.

The Ontario government is developing an OPS Accessibility Leadership Strategy that outlines a multi-year plan to implement corporate accessibility standards and best practices. The plan will help ministries identify, remove and prevent barriers and ensure that best practices are adopted consistently across the OPS.

The strategy is in the early stages of development with consultations underway. As an employer of about 65,000 people, the OPS can significantly impact on the lives of people with disabilities. The strategy will enable ministries, managers and employees to use accessibility best practices in everything they do -- helping the government fulfill its vision of a modern public service.

HR Plan Progress Report

Over the past two years, we have been developing strategies and initiatives to advance HR Plan implementation. What follows are highlights of significant accomplishments made in achieving the HR Plan's priorities as we approach the final year of the three-year cycle.

1. Engaging Employees

As a modern organization, we want to perform better as an organization, improve our ability to deliver quality services and, as a result, increase customer satisfaction. To do this, we have to improve employee engagement – that is, we need to increase employees' job satisfaction and commitment to the organization and its goals, and to improve the overall OPS work environment.



Ideas, Innovation and Recognition

The OPS Ideas and Innovation program gives employees the opportunity to find and develop creative solutions that will help modernize the OPS.

Since its launch in late June 2006 to March 2007, the OPS Ideas Program has received 1,287 ideas, with 154 ideas being implemented by ministries, with another 600 ideas currently being assessed by ministries.

For example, the Ministry of Finance implemented the idea to reduce document margins from the defaulted 1.25" to 1.0". This will result in a saving of paper by as much as 15 per cent. The Ministry of Government Services is implementing the idea to replace all conventional desktop monitors with LED monitors, which will significantly reduce energy consumption.

The OPS Innovation Fund continues to help foster a culture of innovation in the OPS. In 2006, 125 proposals were received from 19 ministries. Thirty-five proposals were approved and have been implemented with a potential annual cost savings/avoidance of \$2.9 million for the OPS.



We implemented the OPS Employee Recognition Policy with Guidelines in November 2006. The policy provides a framework to recognize employees for their dedication in providing a high level of service to the public, and reinforce OPS values by celebrating employee achievements.

The OPS also expanded its long-service recognition program. Moving forward, employees who have reached 20 years of service will receive long-service recognition and every five years thereafter.

OPS Spirit

OPS Spirit encourages, promotes and recognizes OPS employees who volunteer outside of work hours. It brings employees together to build a stronger sense of community.

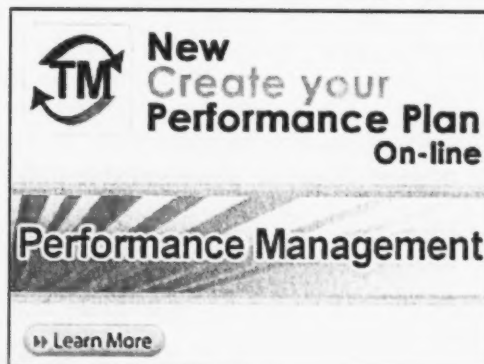


For 2007, the OPS Spirit campaign is: *Developing Our Youth, Building Our Future*. The campaign is partnering with eight community organizations to provide volunteer opportunities to OPS employees. We are also partnering with the Provincial Inter-ministerial Council (which includes managers from regional offices across the province) to promote the campaign in the regions.

Performance Management

For 2007-08 we are introducing an online performance management tool as part of the talent management suite. This new, easy-to-use tool replaces the existing paper-based process for senior managers and other non-bargaining staff. It will help enhance our own leadership practices and approaches to performance management by:

- Increasing employee engagement – linking individual commitments of each employee to government and ministry priorities
- Providing one gateway for performance plans, learning plans, and if required, performance improvement plans.



We will be exploring the extension of online performance management for all OPS employees with our bargaining agent partners for future implementation.

Audit of Mid-Year Performance Reviews

In 2006, we audited mid-year performance reviews for a selected management population. The audit provided OPS-wide baseline information and also engaged ministries to continue to use a strong performance management discipline. The results were positive with a high rate of plans in place for the senior management group. The audit revealed that we could improve the completion rates for the written comments of both managers and employees.

Organizational Health and Wellness

In the past year, the OPS has been developing an organizational health and wellness strategy. Our goal is to cultivate and maintain a healthy, safe and respectful workplace that takes a holistic view to our employees' health and is measured by enhanced employee engagement.

Consultations in 2007 with ministry and bargaining agent partners as well as health, safety and disability management groups have identified three key areas of focus:

1. Safe and healthy workplace
2. Supportive work culture
3. Healthy living.



A new Organizational Health and Wellness Healthy Living website was launched on the OPS intranet in January 2007, which aims to help employees make choices for active and healthy living. Confidential, voluntary health risk assessments are available on the site to help employees identify areas of risk and access information on active living, healthy eating and smoking cessation.

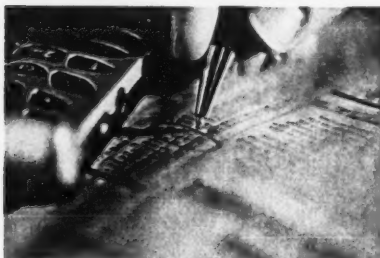
We are also launching "SAFESMART" training to keep managers knowledgeable about their legislative responsibilities under the Occupational Health and Safety Act.

Employment Accommodation and Return to Work

The OPS has launched a new Employment Accommodation and Return to Work policy. Consultation over the last two years revealed that managers, employees and bargaining agents need clear, concise and readily available support materials to ensure effective and equitable policy application. The new policy gives our managers and employees improved direction on effective and timely return to work and employment accommodation for employees with an injury, illness or disability.

Extensive supporting materials have been developed in consultation with stakeholders, including bargaining agents. The materials are available to all OPS employees to help all workplace parties work co-operatively to meet their needs and obligations. The new policy and support materials are supported by training initiatives to ensure effective implementation.

Workplace Safety and Insurance Board (WSIB) Management Strategy



The WSIB management strategy aims to improve how we manage claims, provide better support to injured or ill workers and yield cost savings through efficient payment practices and earlier, safer return to work. The shift toward proactive case-management practices is based on a "four-cornerstone" approach that includes:

1. **Governance and Accountability:** In consultation with all ministries, we have submitted to WSIB a number of key policy responses, including the WSIB's proposed Early and Safe Return to Work policies, the WSIB administration rate and Safe Workplace Association funding
2. **Financial Practices and Processes:** A \$233,000 per year saving in current benefits costs and avoidance of \$1.66 million in long-term benefits cost was achieved through a WSIB account clean up
3. **Prevention Initiatives:** Tracking disability cases in the new WSIB case management system, coupled with the new OPS Employment Accommodation and Return to Work Policy and guidelines will reduce lost-time absences and costs
4. **Technology Infrastructure:** The OPS has procured a WSIB Case Management System, which is scheduled for a phased implementation across all 27 ministries by fall 2007.

WSIB Adverse Claims: Employer Representation and Advocacy

A pilot project was introduced in May 2005, under the HR service delivery transformation project, to determine whether ministry clients needed a dedicated specialist resource to represent the employer and advocate on adverse claims in WSIB adjudication forums.

Well into its second year of operation, the WSIB Adverse Claims team continues to demonstrate the value of the service. Results include approximately \$8 million in cost avoidance, increased credibility for the OPS at WSIB adjudicative forums and improved management of WSIB return to work cases.



The Employer Representation and Advocacy function will become a permanent feature of the Centre for Employee Health, Safety and Wellness when it is implemented in 2007.

2. Attracting Talent

Recruiting good people and developing the people who have already made a commitment to the OPS is at the centre of our future success. Here, we are making great strides – with a youth and new professionals' strategy, a talent management program, a new approach to performance management and a recruitment modernization strategy.

Through the HR Plan, we are striving to maintain the high quality of the OPS, while moving towards a modern public service by attracting, recruiting and retaining future generations of public servants that will represent as diverse a workforce as the province we serve.

As the 21st century brings with it continued challenges and opportunities – including those resulting from a wave of retirements as baby boomers leave the workforce and an influx of new Canadians as immigrants continue to choose Ontario – it is crucial that we plan today for the workforce that will deliver our public services tomorrow.

It's about having the right people in the right place at the right time.



Recruitment Modernization

In January 2006, the OPS announced a recruitment modernization strategy under the HR service delivery transformation project.

The goals of the strategy are to make the OPS a best-practice recruitment organization through:

- Innovative, streamlined and technology-enabled recruitment processes and practices focused on hiring the right person for the job
- Regionally based, end-to-end recruitment services for managers delivered by a community of professional recruiters
- A centralized recruitment function, focusing on a one-employer approach to talent acquisition.

Progress in 2006-2007 includes innovations to external job advertising expected to result in more than \$1M in savings annually to the OPS, and our new, integrated job ads that brand the OPS as a great place to work.

Internally, we have implemented the first OPS HR Service Guarantee for line managers, guaranteeing that their job ads will be posted on the OPS job posting website within five working days of receipt.

A modernized OPS Careers website will become a one-stop shop for talent looking for a career in the Ontario government when it is launched in the summer of 2007.

The Northern Recruitment Centre, which began as a pilot in January 2005, continues to provide high quality recruitment services to managers in the North. In 2006, time

to hire averaged 52 days (compared to OPS-wide average of 56 to 121 days), and saved approximately 14.6 hours of hiring manager time per competition.

Planning for the establishment of the other Regional Recruitment Centres is underway, and along with other recruitment process improvements, will be our focus for 2007.

2007 Inter-Jurisdictional Meeting

At the last Public Service Commissioners' meeting in Fredericton, Ontario committed to host the next inter-jurisdictional meeting on recruitment and learning. Plans are underway to hold this meeting in Toronto this November.

Youth and New Professionals Secretariat



Established in October 2005, the Youth and New Professionals Secretariat (YNPS) strives to promote the OPS as an employer of choice to a diverse group of potential employees and manages several government-wide youth and new professionals programs which include:

- The Ontario Internship Program: recruits approximately 115 recent college and university graduates for a two-year internship program in one of seven focus areas
- The Summer Experience Program: provides summer work experience in the OPS and its related agencies to approximately 4,000 youths aged 15 to 24 (up to 29 if disabled)
- The Ontario-Quebec Exchange Program: allows up to 75 Ontario university students the opportunity to work in Quebec government ministries and agencies for up to 13 weeks throughout the summer.



Throughout 2006, the YNPS launched several pilot programs targeting groups currently under-represented in the OPS.

- French Experience Program: approximately 50 bilingual youths participated in the pilot in the summer of 2006
- The OPS Learn and Work Program: up to 80 youths from at-risk communities were given the opportunity to earn credits toward their high school diploma and gain paid work experience
- The Aboriginal Youth Work Exchange Program: delivered in partnership with the Ministry of Natural Resources and local band communities. Up to 60 Aboriginal youth are employed over three summers

-
- The OPS Internship Program for Internationally Trained Professionals: launched by the Ministry of Citizenship and Immigration as Canada's first provincial program of its kind, more than 70 individuals with international credentials have been placed in provincial government offices in such fields as finance, chemistry, business, environmental and health studies.

Job Evaluation Systems Review

In collaboration with bargaining agents, the OPS is progressing towards the development of a number of new job evaluation plans. These plans will improve both flexibility and consistency and be simpler, with efficiencies gained through the use of fewer and more generic job descriptions.

Three new bargaining-unit job evaluation systems are at varying stages of development:

- Association of Management, Administrative and Professional Crown Employees of Ontario (AMAPCEO): After a series of 20 joint information sessions, managers and employees are reviewing and validating draft job descriptions. These will be evaluated by a corporate team, and jointly reviewed with the bargaining agent
- Ontario Provincial Police Association (OPPA) civilian employees: A new point factor job evaluation plan has been developed, and the OPP is in the process of preparing current job descriptions for all civilian positions represented by the OPPA
- Ontario Public Service Employees Union (OPSEU): A draft job evaluation plan for the Unified Bargaining Unit in OPSEU has been completed, and a joint working group is in the process of testing a draft plan that is specific to the Correctional Bargaining Unit.

Benefit Modification

A key element of the total compensation package is the employee benefits plans for both active and retired OPS staff. The design of the OPS benefit plans play an important part in the attraction and retention of employees. As part of the rejuvenation of the benefit plans, a drug card program was successfully implemented for more than 34,000 employees in OPSEU in 2006. Work on introduction of the drug card to other active employee groups and the retirees will continue through 2007.

3. Building Capacity



Talent Management

Talent Management (TM) is the Ontario government's new strategy to assess, develop and deploy talent to ensure that we continue to have skilled people delivering business results. The initiative was launched in July 2006 to more than 2,000 leaders and managers across the province.

With a large number of the OPS employees eligible to retire within the next decade and an OPS workforce with fewer under-30 workers than in the Ontario workforce, action is needed now to avoid skill shortage gaps in the future.

This strategy is key in addressing one of the most pressing challenges facing us as an employer of first choice – ensuring that in the future the OPS has the right people in the right place to deliver quality public services.

TM takes a number of separate people-management processes and integrates them into one cycle. In Talent Assessment, OPS managers are assessed annually on three factors: (1) Performance, (2) Readiness and (3) Willingness. These factors are combined to place the employee on one of the five categories of the talent map:

- Optimize Now
- Optimize in the Future
- Maximize
- Focus
- Address



More than 2,200 leaders and managers completed talent assessments and held conversations with the managers to express their career interests. This resulted in placement on a Talent Map that will guide their learning and development within the OPS.

Maximizing the potential of all employees is a key principle of TM. Employees have benefited from increased learning and development opportunities available through our enhanced internal course calendar, new pre-management and management foundations programs and fellowships at Ontario universities.

Phase 2 of TM will roll out to an expanded target group of approximately 4,100 managers in May 2007. In 2008, the talent assessment cycle will further apply to more than 7,000 OPS managers and specialist staff, in addition to further development of TM tools and system functionality. In subsequent years, Talent Management will be further expanded to help all employees manage their career interests.

OPS Learning and Development

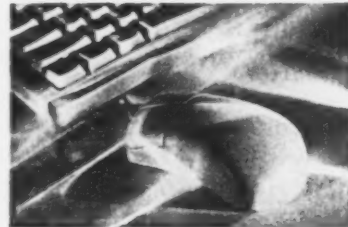
We are continuing to make great strides in harmonizing corporate learning across the OPS and have exceeded our target of 21,000 seats filled at courses and programs in 2006-2007. We also track participant satisfaction with program and course quality – achieving average satisfaction ratings of 90 per cent (see Appendix D).

learning & OPS development

We have consulted with our key stakeholders and enterprise-wide communities to better align OPS learning with our organization's strategic priorities.

Distance Learning

We are incorporating more blended learning solutions into our programs to strengthen the OPS e-learning culture. A number of pilot webcasts combining Internet, video and audio technologies are reaching broader audiences with significant savings in time, money and resources.



The OPS Leader-Manager Competency Model

Supporting the launch of Talent Management in 2006, OPS Learning and Development produced and distributed "The OPS Leader-Manager Competency Model - An Introductory Guide." The model was also featured in the October 2006 issue of Canadian Government Executive magazine. We continue to integrate the four leader-manager competencies – delivers, transforms, inspires and connects – into the fabric of the OPS:

- Every course provided by the Centre for Leadership and Learning is aligned with at least one of the four competencies
- Senior managers can access an on-line competency assessment tool that enables them to rank themselves against the competency model and receive feedback directly to their desktop within 48 hours.

Supporting Our OPS Leaders

In supporting Talent Management, we are strengthening and focusing the learning and development supports for our OPS leader-managers.

Here are a few examples:

- Hosted Leadership Dialogues across Ontario led by The Secretary of the Cabinet, reaching almost 2,000 managers. In 2007, we expanded access to this dialogue through webcasting
- Sponsored senior managers and executives to attend external executive education programs. We also sponsor two annual fellowships – one with Queen's University and the other with the University of Toronto
- Launched the first mandatory course for OPS managers: *"Manager as Coach for Performance and Career Development."* More than 1,900 managers participated in the first year, helping to improve their management skills by

-
- focusing on “achieving results through inspiring and connecting.” We will be expanding this course to reach more than 3,000 additional managers in 2007-2008.

Agency Modernization

The Ministry of Government Services supports almost 150 Ontario government agencies and their 2,000 appointees. To enhance the agency governance capabilities, we are developing:

- Position descriptions for six types of appointees in regulatory/adjudicative and operational agencies
- Core competencies underpinning these positions
- Codes of conduct for these types of appointees
- Learning and development framework for appointees.

Five agencies in three different ministries are being clustered to improve service delivery. A new remuneration and length of term policy for appointees to adjudicative and regulatory agencies has been implemented to better attract and retain qualified individuals in a merit-based appointments process.

Looking Ahead

Over the next year we will continue to implement our 2005-08 HR plan strategies and associated initiatives, including:

- operationalizing our public service legislative reforms
- executing the new HR service delivery model
- reviewing and analyzing the 2007 employee engagement survey to inform future actions.

Planning for the next version of the OPS HR Plan will also be started and we will undertake research and consultations to develop new priorities for the OPS.

As we progress with implementing the strategies and modern HR foundations, we will continue our journey to build a stronger, more effective public service for the benefit of all Ontarians.

Appendix A: OPS Mission and Organizational Values

(sources: OPS HR Plan 2005-2008 and the Framework for Action, 2006)

ONTARIO PUBLIC SERVICE MISSION

Our mission is to serve the public interest and uphold the public's trust.

- We support the elected government by providing Ministers with honest, impartial and objective advice.
- We carry out the decisions and policies of the elected government and administer public services to the highest professional standards.
- We conduct ourselves with integrity.
- We exercise responsible stewardship of public resources and information.
- We fulfil all our duties in accordance with the law, including the Public Service Act of Ontario, and in compliance with our Public Service Oath.
- We are accountable for how we fulfil our public service roles.

OPS ORGANIZATIONAL VALUES

Trust - We act honourably and honestly in all our relationships with the people we serve, work with and who rely on us. We do our best to keep our commitments and fulfil expectations.

Fairness - We deal with others in an open, impartial and non-discriminatory manner. We ensure that the processes we use and the decisions we make are fair and seen to be fair.

Diversity - We celebrate our differences and draw on the strengths and capabilities of all of Ontario's communities. We welcome and respect divergent points of view to inform and enlighten us. We depend on and value each other.

Excellence - We strive for and recognize competence and excellence. We work hard to provide the best policy advice and the highest quality services that respond to the needs of Ontarians.

Creativity - We create new solutions by listening and learning and by being innovative and open to new ideas and approaches.

Collaboration - We work with team members, colleagues and partners to build consensus, solve problems and share responsibility.

Efficiency - We make careful, prudent and effective use of the hard-earned public dollars, assets and resources entrusted to us.

Responsiveness - We engage with clients, stakeholders, bargaining agents, the general public and our staff to find out how we can do better. We monitor and measure to make sure we are meeting our goals.

Appendix B: Centre for Leadership and Human Resource Management Ministry of Government Services: Outline of the Organizational Structure

The creation of the new Ministry of Government Services (MGS) in June 2005, consolidates the key levers of change in one enterprise ministry – with corporate HR, IT, internal and external service organizations.

The CFL/HRM and its enterprise-wide mandate continues to be a vital part of the Ministry of Government Services with work being shared by four divisions:

- Centre for Leadership and Learning
- HR Management and Corporate Policy Division
- Employee Relations Division
- HR Service Delivery Division.

Centre for Leadership and Learning brings an enterprise-wide approach to leadership and learning programs across the OPS. In addition, the division also has responsibility for developing, governing and delivering a fully integrated learning strategy for all groups and employees in the OPS.

HR Management and Corporate Policy develops and implements human resources management strategies, policies, programs and practices that support the role of the OPS as a corporate employer. This includes policy co-ordination to facilitate the ministry's policy and legislative agenda. It also provides research and metrics to support HR planning, performance measurement, compensation, and collective bargaining.

Employee Relations is responsible for employee/labour relations, including representing the Crown as employer for bargaining unit employees and for management of employee relations matters for non-bargaining unit staff. The division is also responsible for providing strategic support to labour relations' practitioners throughout the Public Service, with an emphasis on training, dispute resolution models and positive union/management relations.

HR Service Delivery integrates and co-ordinates cross-ministry HR activities and provides oversight and direction to the HR community on issues and service management. The division leads the building of the infrastructure and systems needed to support the horizontal HR service delivery organization. The division also oversees the HR service delivery transformation project, and is leading the OPS recruitment modernization strategy.

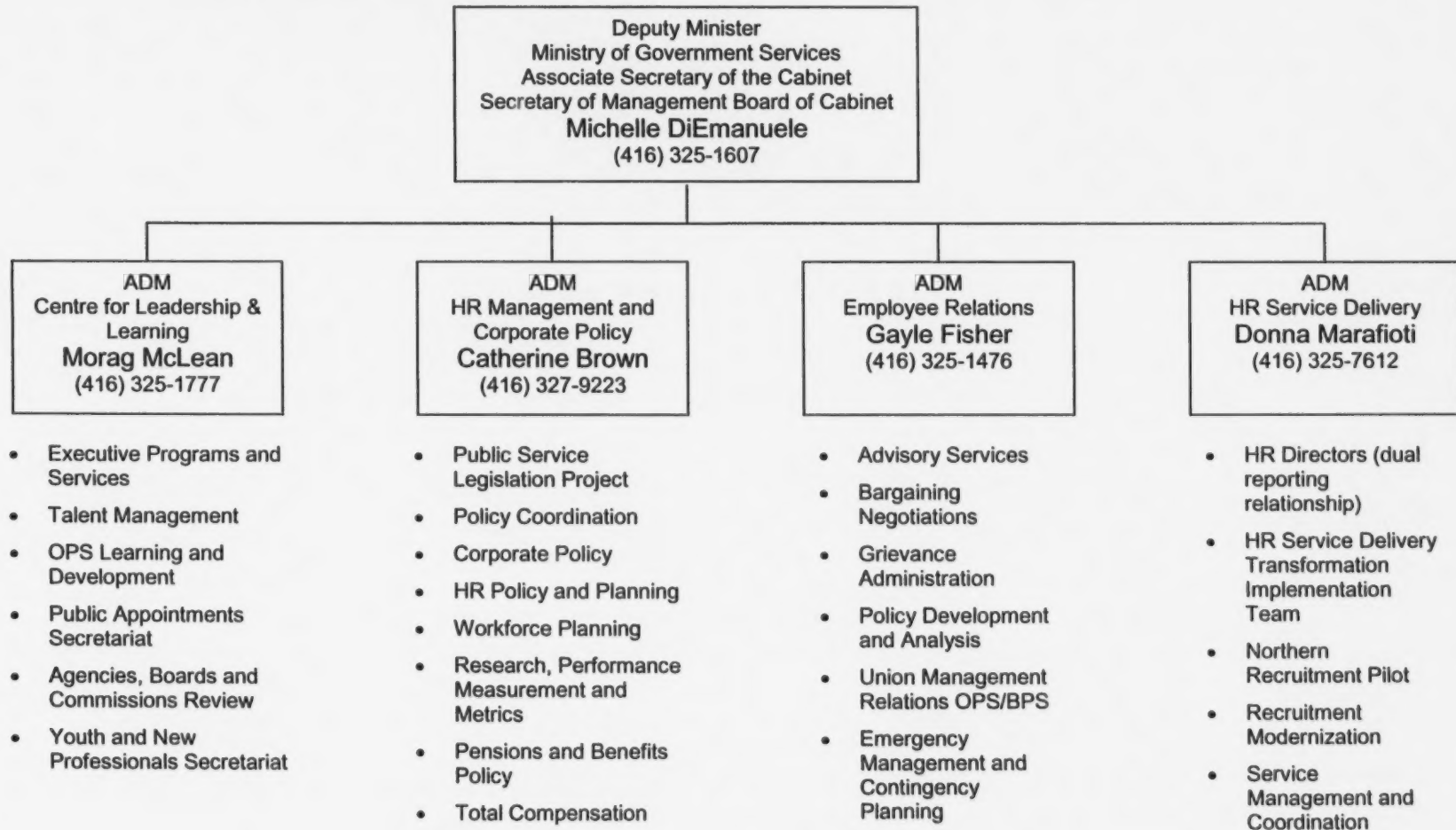
Although not part of CFL/HRM, the two Modernization areas are included for the purposes of this report, as their initiatives are highlighted within.

The Modernization Program Management Office provides strategic oversight, integration, project management, change management and enabling policy for four enterprise transformation projects that make up the "Modernization Program" – ServiceOntario; e-Ontario IT Project; Ontario shared services supply chain management project; Ontario Shared Services transactional services project.

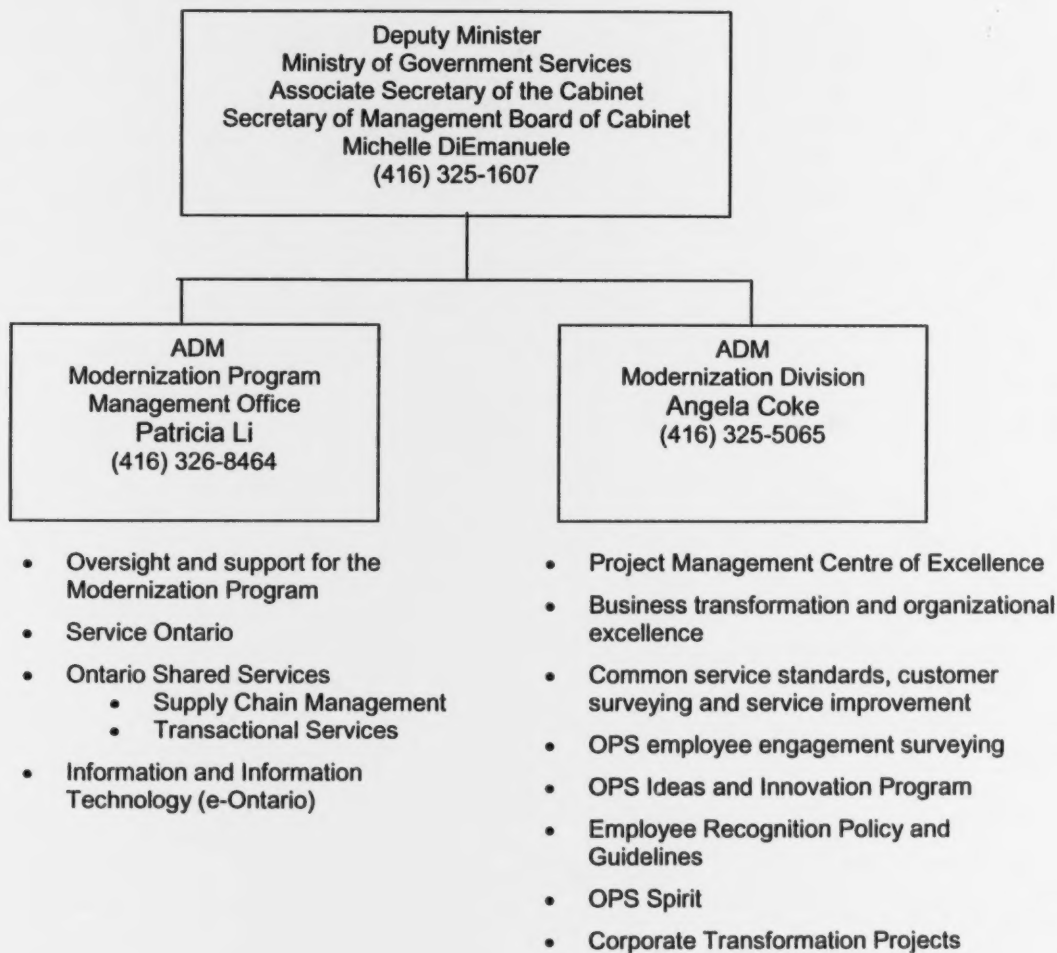
The Modernization Division builds capacity across the OPS to create and sustain transformational change and achieve modernization objectives by providing management frameworks, methodologies, tools, learning and consulting services. The Modernization Division also leads and supports corporate programs and projects that advance the modern OPS agenda.

Organization Chart – Divisions

Centre for Leadership/Human Resources Management, Ministry of Government Services



Modernization Secretariat
Modernization Division and Modernization Program Management Office,
Ministry of Government Services



Appendix C: Ontario Civil Service Commission

Michelle DiEmanuele
Chair, Civil Service Commission
Deputy Minister
Ministry of Government Services
Associate Secretary of the Cabinet
Secretary of Management Board of Cabinet

Tony Dean
Commissioner
Secretary of the Cabinet

Sue Herbert
Commissioner
Deputy Minister
Ministry of Northern Development and
Mines

Philip Steenkamp
Commissioner
Deputy Minister
Ministry of Training, Colleges and
Universities

Virginia West
Commissioner
Deputy Minister
Ministry of Labour

Fareed Amin
Commissioner
Deputy Minister
Ministry of Economic Development and Trade;
Small Business and Entrepreneurship

Paavo Kivisto
Commissioner
Deputy Minister
Ministry of the Environment

Peter Wallace
Commissioner
Deputy Minister
Ministry of Energy

Judith Wright
Commissioner
Deputy Minister
Ministry of Children and Youth Services

Appendix D: Enterprise HR Scorecard

OPS HR Plan Scorecard					
Vision: The OPS is the Place to Work Goal: Dynamic and Innovative People Delivering Quality Public Service			Key Measures	FY 2005-06	FY 2006-07**
			Overall employee engagement score ²	65	Will be reported in summer 2007
			Level of employee satisfaction with senior leadership practices ³	48*	
			Level of employee perception of the OPS as an innovative workplace ⁴	53*	
			Level of employee willingness to recommend OPS as the place to work ⁵	60*	
			Level of citizen satisfaction with OPS service delivery (62 in 2003) ⁶	74	
Key Outcomes	Operational Priorities	OPS HR Plan Strategy	OPS HR Plan Performance Measures	FY 2005-06	FY 2006-07**
Commitment to Quality Public Service Engaging and Flexible Work Environment	Engage Employees	Ideas, Innovation and Recognition	Level of employees satisfied with recognition received for work well done	40*	Will be reported in summer 2007
			Level of employee perception of OPS as an innovative workplace	53*	1123 Ideas submitted since June 2006, % implemented will be available end of FY
			% of OPS ideas adopted and implemented (23% in 2003-04)	N/A	
			% of employees participating in the employee survey	39.9%	Will be reported in summer 2007
		Performance Management	% of employees who have had a performance appraisal in last 12 months	63%	Will be reported in summer 2007
Capable and Innovative Workforce	Attract Talent	Recruitment	Average number of days of short-term sick leave usage per employee (9.6 days in calendar year 2004).	9.9 days (calendar year 2005)	9.9 days (calendar year 2006)
			% decrease in time to hire (OPS-wide recruitment cycle time ranged from 56-121 days in 2004-05; Northern Recruitment Pilot Published Service Standard: 68 days)	Northern Recruitment Pilot Average: 51 days	Northern Recruitment Pilot Average: 52 days
		Youth and New Professionals	% of respondents who evaluate their experience of YNPS corporately-run programs (i.e. SEP, OIP, AYWEP, Learn and Work, OQEP) as "good" to "excellent"	N/A ⁷	85%
			% of respondents of YNPS corporately-run programs (i.e. SEP, OIP, AYWEP, Learn and Work, OQEP) who would consider a future /ongoing career in the OPS	N/A ⁷	72%
			% learning and development courses that are aligned with at least one leader-manager competency	N/A	98.5% as of March 2007
Learning Organization Dynamic Leadership	Build Capacity	Leader-Manager Competencies	% learning and development courses that are aligned with at least one leader-manager competency	N/A	100%
			Average Quality Rating of Corporate Learning Programs including % of course participants who rated the courses. • Note: FY05/06 rating represents data from Sept '05 - Mar '06 (after harmonization)	4.4/5 90%	4.4/5 90%
		Integrated Talent Management	% increase in course attendance year over year	TBD	21%
			% target-group employees in the "optimize now" category deployed since November 2006		18.7% *** March 2007
			% target-group employees in the "optimize in the future" category deployed since November 2006		8.6% *** March 2007
			% target-group employees in the "maximize" category deployed since November 2006		9.3% *** March 2007
			% SMG/ITX 3s and 4s deployed since November 2006		12.4% *** March 2007
		Employee Relations	% union policy grievances filed against MGS at the Grievance Settlement Board (27% in 2003-04) ⁸ # days lost to strike or lock-out	27% 0 Days	TBD

*Survey scores represent mean (average) scores of all responses reported on a scale of 0-100.

**The numbers shown for 2006-07 are current as of December 31, 2006 unless stated otherwise

*** Percentages are based on Phase 1 target population

² An index score based on 8 "key indicator" questions reported on a scale of 0-100.

³ Based on the employee survey question "I have confidence in the senior leadership of my ministry" reported on a scale of 0-100.

⁴ Based on the employee survey question "Innovation is valued in my work unit" reported on a scale of 0-100.

⁵ Based on the employee survey question "I would recommend the OPS as a great place to work" reported on a scale of 0-100.

⁶ Source: Citizens First study. Score is derived as the average of mean scores across a basket of 11 services ranked by service respondents reported on a scale of 0-100.

⁷ Performance measures were not collected for any corporate employment program in 2005/06 with the exception of the OIP. Measures on the OIP related only to program exit results (e.g. classified vs. unclassified, length of program stay), the recruitment process and participant expectations.

⁸ Note that Employee Relations monitors the number of policy grievances as a diagnostic to determine what issues may be causing the grievances, and that a zero grievance rate is neither expected nor desired given that grievances are the outlet for disputes during the life of the collective agreement.

Appendix D: Enterprise HR Scorecard

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			% of OPS ideas adopted and implemented (23% in 2003-04)	N/A	1123 Ideas submitted since June 2006, % implemented will be available end of FY
			% of employees participating in the employee survey	39.9%	Will be reported in summer 2007
		Performance Management	% of employees who have had a performance appraisal in last 12 months	63%	Will be reported in summer 2007
Organizational Health and Wellness	Average number of days of short-term sick leave usage per employee (9.6 days in calendar year 2004).	9.9 days (calendar year 2005)	9.9 days (calendar year 2006)		
Capable and Innovative Workforce	Attract Talent	Recruitment	% decrease in time to hire (OPS-wide recruitment cycle time ranged from 56-121 days in 2004-05; Northern Recruitment Pilot Published Service Standard: 68 days)	Northern Recruitment Pilot Average: 51 days	Northern Recruitment Pilot Average: 52 days
		Youth and New Professionals	% of respondents who evaluate their experience of YNPS corporately-run programs (i.e. SEP, OIP, AYWEP, Learn and Work, OQEP) as "good" to "excellent"	N/A ⁷	85%
			% of respondents of YNPS corporately-run programs (ie. SEP, OIP, AYWEP, Learn and Work, OQEP) who would consider a future /ongoing career in the OPS	N/A ⁷	72%
Learning Organization Dynamic Leadership	Build Capacity	Leader-Manager Competencies	% of talent management participants assessed against the four leader-manager competencies and with learning and development strategies identified	N/A	98.5% as of March 2007
			% learning and development courses that are aligned with at least one leader-manager competency		100%
		Learning and Development	Average Quality Rating of Corporate Learning Programs including % of course participants who rated the courses. • Note: FY05/06 rating represents data from Sept '05 - Mar '06 (after harmonization)	4.4/5 90%	4.4/5 90%
			% increase in course attendance year over year	TBD	21%
			Integrated Talent Management	% target-group employees in the "optimize now" category deployed since November 2006	
% target-group employees in the "optimize in the future" category deployed since November 2006		8.6% *** March 2007			
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Appendix E: Ontario Public Service Statistics 2006-2007

Ontario Public Service Total Staff Strength (2006-2007)

Classified	56,579
Unclassified	8,914
Crown	1,238
TOTAL	66,731

Ontario Public Service Total Staff Strength (2006 - 2007)

		Classified	Unclassified	Crown	TOTAL
2006	April	53,372	10,395	1,169	64,936
	May	53,715	13,078	1,180	67,973
	June	53,969	15,083	1,182	70,234
	July	54,134	16,420	1,100	71,654
	August	54,259	15,215	1,094	70,568
	September	54,331	12,060	1,184	67,575
	October	55,090	10,322	1,196	66,608
	November	55,520	9,434	1,201	66,155
	December	55,664	9,337	1,218	66,219
2007	January	56,335	8,894	1,228	66,457
	February	56,421	9,131	1,233	66,785
	March	56,579	8,914	1,238	66,731

OPS Staff Strength, Classified Service, includes Ontario Provincial Police and Security Guards. For the Unclassified Service, Minister's Staff are also included. Provincial Auditor, Ombudsman, Legislative Assembly, Chief Election Officer, Ontario Lottery and Gaming Corporation and Workers' Compensation Appeals Tribunal staff are excluded from OPS Staff Strength.

Annual Reports prior to the fiscal year, 1991-92, contained head counts of OPS employees. A part-time employee was reported as one employee regardless of hours worked. Since the 1991-92 report, hours worked by part-time employees have been converted to full-time equivalents and reported as such. Head counts are used to count full-time employees.

Employees receiving Long Term Income Protection are excluded from the Staff Strength statistics but are included in all the other tables in this report. The number of employees on Long Term Income Protection as of March 31, 2007 was 2,406.

Unclassified staff consists of full-time and part-time OPS unclassified service and Minister's staff.

Classified Service by Geographic Location Summary (2006-2007)

East	8,352
Central	32,382
West	10,118
North	7,654
Information Unavailable	480

*TOTAL	58,986
---------------	---------------

* This number includes 2,406 employees receiving Long-Term Income Protection.

Classified Service by Geographic Location (2006 - 2007)

East

Frontenac	1,796
Haliburton	78
Hastings	330
Kawartha Lakes	648
Lanark	922
Leeds & Grenville	431
Lennox & Addington	267
Northumberland	364
Ottawa-Carleton	1,477
Peterborough	1,094
Prescott & Russell	192
Prince Edward	156
Renfrew	292
Stormont Dundas Glengarry	305

Subtotal	8,352
-----------------	--------------

Central

Durham	2,646
Halton	1,126
Muskoka	283
Peel	1,699
Simcoe	3,963
Toronto	21,962
York	703

Subtotal	32,382
-----------------	---------------

West

Brant	270
Bruce	172
Dufferin	73
Elgin	280
Essex	676
Grey	283
Haldimand-Norfolk	463
Hamilton-Wentworth	1,470
Huron	294
Kent	610
Lambton	320
Middlesex	2,402
Niagara	1,048
Oxford	163
Perth	159
Waterloo	492
Wellington	943

Subtotal	10,118
-----------------	---------------

North

Algoma	1,063
Cochrane	740
Kenora	765
Manitoulin	60
Nipissing	1,238
Parry Sound	179
Rainy River	183
Sudbury	1,502
Thunder Bay	1,708
Timiskaming	216

Subtotal	7,654
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Information Unavailable

No Address Information	480
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Subtotal	480
-----------------	------------

TOTAL	58,986
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Classified Service By Ministry (2006-2007)

Agriculture and Food and Rural Affairs	830
Attorney General	6,126
Cabinet Office	142
Children and Youth Services	1,895
Citizenship and Immigration	310
Community and Social Services	5,278
Community Safety	8,529
. Correctional Services	6,107
Culture	161
. Ontario Science Centre	231
Democratic Renewal	15
Economic Development and Trade	348
. Ontario Development Corporation	2
Education	997
Energy	107
Environment	1,882
. Ontario Clean Water Agency	607
Finance	3,680
. Financial Services Commission	431
. Ontario Financing Authority	144
. Ontario Municipal Economic Infrastructure Financing Authority	2
Francophone Affairs	19
Government Services	4,237
Health and Long-Term Care	5,477
Health Promotion	90
Intergovernmental Affairs	49
Labour	1,373
Lieutenant Governor	4
Municipal Affairs and Housing	799
Natural Resources	3,044
Northern Development and Mines	408
Office of the Premier	1
Ontario Secretariat for Aboriginal Affairs	70
Public Infrastructure Renewal	138
Research and Innovation	92
Tourism	116
. Ontario Place	50
. St. Lawrence Parks Commission	44
. Ontario Tourism Marketing Partnership Corporation	85
Training, Colleges and Universities	1,121
Transportation	3,945

TOTAL	58,986
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OPP Uniformed Staff are reported in the figures for Community Safety. They consist of 5,332 as of March 31, 2007.

Niagara Escarpment Commission is included in Environment.

Not all agencies and commissions are listed separately. Those unlisted are included in the associated ministries.

Classified Service by Age Intervals (2006-2007)

Under 25	468
25 - 34	9,134
35 - 44	17,099
45 - 54	22,229
55 - 64	9,908
65 and over	148
TOTAL	58,986

Classified Service by Staff Type (2006-2007)

Regular	54,924
Probationary	4,062
TOTAL	58,986

Classified Service By Gender (2006-2007)

Males	26,574
Females	32,412
TOTAL	58,986

Classified Service By Salary Intervals (2006-2007)

Under \$30,000	108
\$30,000 - \$39,999	3,046
\$40,000 - \$49,999	14,281
\$50,000 - \$59,999	12,069
\$60,000 - \$69,999	9,261
\$70,000 - \$79,999	10,550
\$80,000 - \$89,999	4,677
\$90,000 - \$99,999	2,019
\$100,000 and over	2,975
TOTAL	58,986

Appointments to the Classified Service By Month (New Hires and Unclassified to Classified) Full and Part Time Staff (2006-2007)

	New Hires	Unclassified to Classified
April 2006	57	219
May	182	333
June	65	355
July	103	218
August	99	201
September	105	308
October	152	724
November	327	234
December	73	203
January 2007	177	277
February	83	167
March	85	234
TOTAL	1,508	3,473

Appointments to the Classified Service (New Hires) By Salary Intervals (2006-2007)

Under \$30,000	8
\$30,000 - \$39,999	206
\$40,000 - \$49,999	411
\$50,000 - \$59,999	355
\$60,000 - \$69,999	264
\$70,000 - \$79,999	129
\$80,000 - \$89,999	65
\$90,000 - \$99,999	24
\$100,000 and over	46
TOTAL	1,508

Appointments to the Classified Service (New Hires) By Age Intervals (2006-2007)

Under 25	112
25-34	575
35-44	461
45-54	299
55-64	61
65 and over	0
TOTAL	1,508

Appointments to the Classified Service (Unclassified to Classified) By Salary Intervals (2006-2007)

\$30,000 - \$39,999	1,052
\$40,000 - \$49,999	955
\$50,000 - \$59,999	833
\$60,000 - \$69,999	350
\$70,000 - \$79,999	112
\$80,000 - \$89,999	87
\$90,000 - \$99,999	19
\$100,000 and over	65
TOTAL	3,473

**Appointments to the Classified Service
(Unclassified to Classified)
By Age Intervals (2006-2007)**

Under 25	281
25-34	1,466
35-44	866
45-54	585
55-64	272
65 and over	3
TOTAL	3,473

**Appointments to the Classified Service
By Appointment Type and Gender (2006-2007)**

	Males	Females	TOTAL
New Hires	803	705	1,508
Unclassified to Classified	1,196	2,277	3,473
TOTAL	1,999	2,982	4,981

Exits from the Classified Service By Salary Intervals (2006-2007)

Under \$30,000	6
\$30,000 - \$39,999	184
\$40,000 - \$49,999	536
\$50,000 - \$59,999	355
\$60,000 - \$69,999	277
\$70,000 - \$79,999	391
\$80,000 - \$89,999	214
\$90,000 - \$99,999	120
\$100,000 and over	151
TOTAL	2,234

Exits from the Classified Service By Age Intervals (2006-2007)

Under 25	21
25-34	376
35-44	432
45-54	528
55-64	663
65+	214
TOTAL	2,234

Exits from the Classified Service By Years of Classified Service (2006- 2007)

Years of Classified Service	Exits
Less than 1 year	100
Less than 2 years	90
Less than 3 years	114
Less than 4 years	127
Less than 5 years	108
Less than 6 years	128
Less than 7 years	126
Less than 8 years	85
Less than 9 years	45
Less than 10 years	34
Less than 15 years	117
Less than 20 years	300
Less than 25 years	250
Less than 30 years	214
Less than 35 years	303
35 years or more	93
TOTAL	2,234

Exits from the Classified Service By Reason and Gender (2006-2007)

	Males	Females	TOTAL
Retirement	523	387	910
Dismissal	24	20	44
Release	26	35	61
Resignation	468	662	1,130
Death	45	44	89
TOTAL	1,086	1,148	2,234